Process: The strategic planning process (November 2010-January 2011) began with the identification of key goals that were representative of those areas that had been discussed throughout the campaign. In order to ensure that the strategic plan addressed the entire district's concerns a diverse volunteer group was assembled (Attachment 1) and divided into six fact-finding groups with the goal of researching their particular area and return with recommendations of short term and long term consequence. It is anticipated that as a living document, this District Strategy will be reviewed and updated in a similar manner semi-annually. This is District 3's Strategy and should be used as a tool for the District to improve.

<u>VISION STATEMENT:</u> To preserve and improve the quality of life for the citizens of the community by achieving/creating the following:

- A vibrant, safe and attractive community;
- A diversified economy supporting new and expanding businesses, jobs creation, and a vital South Huntsville;
- The preservation of natural resources and water quality;
- A customer service orientation;
- A fiscally responsible city government;
- A commitment to maintaining existing city resources/facilities;
- The protection of the integrity of District 3's existing neighborhoods and schools.

Goal 1: Create and implement a comprehensive District 3 business revitalization strategy (short term and long term), which results in a diverse and vibrant business base of retail and commercial businesses.

Objectives:

• Identify/Review existing obstacles for businesses (regulations, ordinances, zoning, infrastructure)

Business Revitalization

- Existing businesses
 - Establish a volunteer committee, working with the Chamber, to conduct a survey of existing businesses to learn from their experiences and to partner with them for expansion.
 - In conjunction with the Planning Dept and Planning commission conduct a review of those ordinances/regulations that affect businesses with a further review of those that could be improved or eliminated to assist business owners.

- With the help of the Chamber, establish a South Huntsville Business Civic Association to enable businesses to have a voice in all issues affecting economic climate (zoning, regulations, infrastructure, local taxes, etc.)
- With the Rail Road Authority's assistance and a volunteer lead from the business survey group, conduct a series of sit down meetings with those businesses utilizing the rail line and look into the possibility of adding tourist traffic.
- Continue to work with the owners of the Haysland Square property in bringing to resolution long standing issues hindering its utilization and marketing.

Future businesses

Marketing

 Form a Chamber supported committee of business owners and developers that have a vested interest in South Huntsville and knowledge/experience in attracting retail and service business.

Assistance/incentives:

- Review incentive strategies for businesses locating in south Huntsville and to those businesses willing to locate to existing vacant space and bring it up to code etc.
- TIF Process/Application- Working with the Planning Dept determine the area's best suited as TIF candidates within the district.

Goal 2: Create a prioritized listing of District 3's infrastructure needs in the areas of neighborhood streets, roads, sidewalks, parks, and recreational facilities.

Objectives:

- Provide input to city master resurfacing and sidewalk plan.
- Determine the recreational league needs and current capacity.
- Review usage and state of repair of neighborhood parks and greenways.

Infrastructure

- Roads (new construction/resurfacing)
 - Review the current road resurfacing priority list and budget with an emphasis on interior neighborhood streets.
 - Create a website with the planned resurfacing schedule and hot link for problem areas,
 with a comment section and ability for citizens to upload pictures of road issues.

Drainage

 Continue to work on the drainage issues associated with the old section of Todd Mill Rd., Buck's Canyon, and Aldridge Creek area.

Sidewalks

- Solicit input via web or mail to determine where sidewalk repair and construction will
 occur.
- Review the use of City Service Kiosks placed in high volume locations.
- Branch Libraries- Look at the economics of consolidating 2 branch libraries into a larger and better equipped South Huntsville Library and determine the infrastructure needs of the existing facilities.
- Parks (new construction/revitalization)
 - Review requests and property options for a dog park and a skate board park for South Huntsville.
 - League facilities
 - Review current league size, capacity, and future projections with the possibility of establishing a new league to better serve the number of children in South Huntsville.
 - Passive Recreation
 - Review expansion of walking trails and open spaces.
 - Working with the Ditto Landing Board review their immediate needs, i.e., security and develop a realistic and fundable (using a combination of local and federal funding) 2-4 year infrastructure master plan.

Goal 3: Work with the Huntsville City School Board and Administration to develop a planned approach to leverage city resources to best address the needs of District 3 schools (facilities, safety, funding)

- What are the prioritized District 3 needs per the School Board and District 3 Board Member?
- What are the prioritized needs of the schools per the principals and PTAs?

<u>Resources</u> – Review previous results from the education system review committee's recommendations and if necessary reconvene with the addition of city administration appointees and civic assoc leaders.

 Funding (state, local, Fed): Look at immediately freezing pay raises, reducing travel, and eliminate non-classroom expenses until the real costs of the system can be determined.

- Recommend improved control and tracking measures are in place before any additional funding should be contemplated.
- Facilities: Request the determination of the true operating costs of each facility and the projected maintenance/repair costs.

Focus

- Recommend District 3 Education Strategy partner with other Districts to address the Larger Huntsville City Education Challenges.
- Recommend rejecting Strategies that benefit only part of Huntsville City.
- Recommend looking for approaches supported by research and proven real world successes (similar conditions).
- Recommend reviewing with the School Board and Administration the implementation of K-12
 Neighborhood Schools Model
 - Recommend implementing a neighbor Interconnected K-12 school approach encouraging community and stake holder buy-in to raise all schools to excellence.
- Leadership and Transparency
 - Recommend improving the accountability and transparency in decision making, expenditures, and academic results.
 - Recommend hiring a Superintendent that has an Innovative Vision for Huntsville City Schools with a proven ability to achieve outstanding K-12 education results for all students.
 - Recommend picking Principles with proven records of teaching and administration, especially within District 3 and Grissom High School.
- Ensure we are Marketing, Attracting, and Retaining Younger Families
- Recommend forming an alliance with North Huntsville to help build all neighborhood schools.
- Recommend north and south districts pick a school from each and compare test score
 categories. Use those test scores to determine the best subject/class to exchange between
 schools (Grissom is good at calculus and Johnson is good at Geography). Take the best or at least
 top tier, teacher from each school and have them teach students at the other. We could use
 distance learning to teach the classes.

- Recommend exchanging 1 or 2 of the best teachers from each school (1 term to start) to the
 other, allowing a sense of camaraderie and culture to be learned or experienced from each
 teacher/school.
- Request participation of District in selecting South Huntsville principals with the intent to empower Principals to:
 - Tailoring rigorous Curriculum to student body needs
 - Hire and Remove Teachers to obtain the highest quality teaching
 - Maximize local community, business involvement
 - Maximize interconnectedness /vertical integration between schools
- Validate District 3 is getting fair allocation of Guidance Counselors large Return of Investment for student, parent, and school, community (\$18M-\$26M scholarships annually)
- Help Huntsville develop plan to expose all students to STEM programs of excellence
- Recommend implementing digital learning (ACCESS Curriculum) to the fullest extent to conserve teacher units
- Recommend redistricting city council and school board around K-12 education pipeline

Goal 4: Review the state of current city services being delivered within the district answering the following questions:

- Which services are of the highest priority?
- Are they meeting the needs of the residents?
- Are they delivered in an efficient and timely manner?
- How can we improve current services?
- What additional services are needed and why?

<u>Services</u>

- Review garbage collection for the option of adding additional service during summer months. Review schedule of curbside recycling, adding to the recycling program.
- Continue to review leaf pickup, i.e., 1) determine what the trucks are costing us dormant = cost of ownership of leaf trucks, 2) weight capacity of the truck (# of Loads x weight of a full truck) * city "tip" fee = cost of dumping leaves, 3) cost of dumping leaves+ cost of ownership of leaf

trucks = cost of new solution to not pickup leaves, 4) Compare various data points to the savings from the budget and see where we can make up the difference.

- Community development emphasis on neighborhood junk cars, empty lots, poorly maintained homes/businesses.
- Green Mountain Fire Coverage Have Fire Department review coverage and options.

Goal 5: Review the make-up of current city boards and commissions to ensure District 3 representation, especially in the areas of planning, Huntsville Housing Authority, Railroad Authority and determine how best to communicate with and garner input from the residents of the district.

<u>District Representation:</u> A complete review and updating of the board/committee appointment with emphasis on:

- Housing Authority
- Planning Commission
- Railroad Authority
- Solid Waste
- Airport
- Library
- Ditto
- Athletic Commission
- Hospital

Goal 6: Determine the best method to communicate with neighborhoods and residents and receive feedback from individuals.

Communication Plan

- Web
- City channel
- Dale Jackson/Fred Holland
- Press Releases
- Council statements

- Facebook group page for South Huntsville? Something "linked" to the Huntsville page
- Provide airing of council meeting on tape or make available to watch on the web site (in addition to live feed on site of mtg.)

Other Ideas:

- Tourism loop to South Huntsville (Ditto, Green Mountain, Historic Sites);
- Establish a city shop local program;
- Market City Resources-Rent out facilities for events Optimist, Parks, etc... Market the effort properly for maximum exposure. Use Redstone MWR as an example.
- City Expansion Huntsville has been steadily expanding for several years. What is the Return on Investment once an area is annexed? How long does it take for tax revenue to equal the cost of delivering city services to these annexed areas?
- Review Mountain Gap & Kangaroo intersection/traffic light.